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CITY OF FREMONT
FREMONT, CALIFORNIA

DIAGNOSTIC APPRAISAL - TIME MANAGEMENT IN
THE DEVELOPMENT PROCESS, PLANNING,
COMMUNITY/ECONOMIC DEVELOPMENT DEPARTMENT

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16. Abstracts This study provides a statistical analysis of the elapsed time required to complete major products of the current planning process, (i.e., land subdivisions, zoning administration). The conclusion of this evaluation is to establish a time management system with specific time targets for concluding City review procedures. Suggested reporting formats are included.					
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MANAGEMENT SERVICES DEPARTMENT

RESEARCH REPORT

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PAGE OF

1 2

CITY MANAGER

TIME MANAGEMENT IN THE DEVELOPMENT PROCESS

BACKGROUND

The processing of Current Planning work outputs has been a concern especially with regard to the time required to complete a development application. Prior to drawing conclusions on "what takes so long," an examination of the standard time to complete an application was undertaken.

This information is presented in this report, along with a list of elements that impact the time to consider an application.

The conclusion reached by the WPPMS staff is that time targets should be established for critical planning outputs with a periodic review and reporting procedure to determine the success of conscientiously monitoring the elapsed weeks in the development process.

RECOMMENDATION

Adopt the Time Management System as described on page 7 of this report.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read 'Rack Fukuhara'.

RACK FUKUHARA
ADMINISTRATIVE ASSISTANT I
WPPMS PROJECT

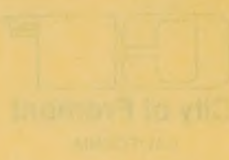
Approve:

A handwritten signature in cursive script, appearing to read 'Arthur L. Lorenzini'.

ARTHUR L. LORENZINI
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cc: Community/Economic Development Director
Management Services Director
Planning Director
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Senior Planners (2)

MANAGEMENT SERVICES DEPARTMENT
RESEARCH REPORT



CITY MANAGER

THE MANAGEMENT IN THE DEVELOPMENT PROCESS

BACKGROUND

The purpose of this report is to provide a summary of the research conducted by the Management Services Department on the development process in the City of Berkeley. The research was conducted in response to a request from the City Manager for a study of the development process in the City of Berkeley. The research was conducted in response to a request from the City Manager for a study of the development process in the City of Berkeley.

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INTRODUCTION

This study provides an investigation of the elapsed time required to complete major products of the current planning process. The orientation of the presentation is specifically intended to create an interest in response time and to provide a means for recording processing dates for administrative control and monitoring.

The information presented can be considered a novel collection effort as only one other city has been identified as beginning a time management system for the planning process. Where applicable, this report will include comparative data from this medium-sized city in the San Francisco Bay Area. However, caution should be exercised in comparing Fremont to another city because of the variables (i.e., land area, stage of development, zoning ordinance) involved.

In the analysis of physical development and control processes in the City of Fremont, the time required to process and take action upon a private development project is an important consideration. Therefore, data were collected for development applications to:

- . Identify the elapsed days to approve or disapprove a proposed application; and
- . Determine what factors have impact upon these processing times.

METHODS

The data have been collected from planning logs and files, and engineering logs and files, and interviews with City staff. It should be noted that various data gaps exist in the City's different recordkeeping systems. What is needed in the future is a better integration of Planning and Engineering data so that a clearer picture of processing times can be presented and used for management purposes.

The City of Fremont data base is comprehensive for the years 1970 through 1974, except for subdivisions where a sample was used. Where data are compared to the other medium-sized Northern California city, the years 1972 through 1974 are used.

One myth that appears to be shaken by the analysis is that planning applications (inputs) and planning decisions (outputs) occur in a cyclical pattern. No seasonal fluctuation can be observed from the data.

Interpretive notes:

- . The total elapsed times for subdivisions, minor subdivisions, and rezonings vary slightly from the simple total of the intermediate processes (i.e., preliminary, tentative, and final processing) because the statistics are not grouped in the same order.
- . The applications received in 1974 show a higher incidence of incompleteness than preceding years, because certain projects did not have sufficient time to mature when the data were collected.

Subdivision Process - 1970-1974

- . The majority of subdivisions are approved by the City Council within 41 weeks of submittal of the preliminary application.
- . The "comparative city" completed a majority of subdivisions within 30 weeks. The "comparative city" does not require or include the preliminary map process.
- . The four City of Fremont subdivision applications that were initiated without a preliminary map were completed in 27, 31, 33 and 42 weeks, respectively.
- . The 21-day time restriction for Subdivision Committee review of the preliminary map was adhered to in 100% of the sample.
- . The 40-day limit for Planning Commission consideration of the tentative map was extended in sixty percent of the sample.
- . The Planning staff review and Planning Commission approval of the preliminary and tentative maps amounts to less than a third of the total elapsed time for a subdivision.
- . The majority of subdivisions (tentative maps) were approved by the Planning Commission within 13 weeks.
- . Final map processing occupies more than a third of the time involved to complete a subdivision.
- . More than sixty percent of time in processing a subdivision is incurred by the developer.

SUBDIVISION PROCESS

This sample of twenty-six subdivision actions is distributed by the year initiated as follows:

<u>1970</u>	<u>1971</u>	<u>1972</u>	<u>1973</u>	<u>1974</u>
5	3	10	4	4

The sum of the lots in the sample totaled 1991; per subdivision the mean number of lots equaled 77, the median number of lots equaled 62, and the number of lots ranged from a minimum of 8 to a maximum of 339.

ELAPSED WEEKS REQUIRED TO APPROVE 26 MAJOR SUBDIVISIONS

	<u>Mean Weeks</u>	<u>Median Weeks</u>	<u>Range</u>	
			<u>Min. Weeks</u>	<u>Max. Weeks</u>
From Preliminary Map application to Subdivision Committee (SC) meeting	2	2	1	3
Interval from SC meeting to receipt of Tentative Map	8	3	1	44
From Tentative Map application to approval by the Planning Commission (PC)	7	6	3	22
Interval from PC approval to receipt of Final Map by Engineering	14	12	1	47
From Final Map application to approval by the City Council	16	14	4	44
City Engineering review of the Final Map ^A	(6)	(5)	(1)	(22)
Total processing from Preliminary Map application to City Council approval of the Final Map	47	41	18	95

A This is the time spent in Engineering review of the Final Map, it is not an additional increment.

PERCENTAGE AND MEDIAN WEEK DISTRIBUTION OF THE TIME REQUIRED TO PROCESS A SUBDIVISION

	<u>Planning</u>	<u>Engineering</u>	<u>Developer</u>	<u>Total</u>
<u>By Percentage</u>				
Preliminary and Tentative Map processing	22		8	30
Interval between Tentative Map approval and submittal of Final Map			32	32
Final Map Processing		14	24	38
Total	22	14	64	100%
<u>By Median Weeks</u>				
Preliminary and Tentative Map processing	8		3	11
Interval between Tentative Map approval and submittal of Final Map			12	12
Final Map processing		5	9	14
Total	8	5	24	37

FREQUENCY DISTRIBUTION OF 26 MAJOR SUBDIVISION ACTIONS FROM PRELIMINARY MAP

	to Planning Commission Approval	to City Council Approval
Up to 4 weeks	1	0
5 to 8 weeks	3	0
9 to 12 weeks	9	0
13 to 16 weeks	4	0
17 to 20 weeks	2	2
21 to 24 weeks	3	1
25 to 28 weeks	0	1
29 to 32 weeks	1	7
33 to 36 weeks	0	1
37 to 40 weeks	0	0
41 to 44 weeks	1	4
45 to 48 weeks	1	0
49 to 52 weeks	1	1
53 to 56 weeks	0	0
57 to 60 weeks	0	2
61 to 64 weeks	0	0
over 65 weeks	0	7
	<u>26</u>	<u>26</u>

Minor Subdivisions - 1970-1974

- With the exception of 1973, the majority of completed minor subdivisions were processed within 20 weeks.
- The "comparative city's" median completion time for minor subdivisions equalled six weeks over a sample of 15 applications.
- During 1973, a large number of dormant minor subdivisions from previous years were activated and completed.
- Only three percent of the applications completed were denied minor subdivision approval.

MINOR SUBDIVISION PROCESS (DATA MARCH, 1975)

	<u>70</u>	<u>71</u>	<u>72</u>	<u>73</u>	<u>74</u>
Total applications	21	28	35	30	35
Applications approved or denied (3)	14	19	23	18	23
Applications withdrawn or incomplete	7	9	12	12	12

Elapsed weeks required to obtain
subdivision approval by the City.

From application to completion of
staff review and notification of
applicant.

Mean weeks	12	11	8	10	8
Median weeks	9	3	5	7	6
Range: minimum weeks	1	1	1	2	1
maximum weeks	34	66	38	38	27

From staff review notification to
approval or denial by the City.

Mean weeks	17	32	21	29	10
Median weeks	10	11	10	25	7
Range: minimum weeks	1	3	1	6	2
maximum weeks	46	177	107	51	33

Total from application to approval
or denial by the City.

Mean weeks	18	32	29	31	18
Median weeks	15	9	17	28	12
Range: minimum weeks	1	3	5	1	4
maximum weeks	52	191	109	63	42

Frequency distribution of minor
subdivision actions from application
to approval or denial.

up to 4 weeks	2	2	0	2	0
5 to 8 weeks	3	7	5	0	3
9 to 12 weeks	2	2	3	1	7
13 to 16 weeks	0	1	3	0	3
17 to 20 weeks	2	1	1	2	1
21 to 24 weeks	1	0	1	3	3
25 to 28 weeks	2	1	1	1	1
29 to 32 weeks	0	1	0	0	2
over 33 weeks	<u>2</u>	<u>4</u>	<u>9</u>	<u>9</u>	<u>3</u>
	14	19	23	18	23

DISTRIBUTION OF MINOR SUBDIVISION APPLICATIONS RECEIVED AND MINOR SUBDIVISIONS
APPROVED OR DENIED

Month	<u>70</u>		<u>71</u>		<u>72</u>		<u>73</u>		<u>74</u>	
	Rec'd	A/D	Rec'd	A/D	Rec'd	A/D	Rec'd	A/D	Rec'd	A/D
Jan.	2	1	1	0	1	1	0	0	4	3
Feb.	1	1	6	1	6	2	6	1	2	2
Mar.	0	0	4	2	1	2	2	0	5	0
Apr.	1	2	3	4	6	2	3	1	1	3
May	3	1	3	6	6	0	1	4	2	7
June	3	2	1	0	2	0	2	2	3	1
July	1	1	0	0	4	1	0	0	5	1
Aug.	2	3	3	0	3	3	4	1	2	5
Sept.	3	1	5	0	2	0	3	5	3	3
Oct.	3	1	2	1	1	1	6	1	5	2
Nov.	2	0	0	2	2	1	0	0	2	4
Dec.	<u>0</u>	<u>2</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>3</u>	<u>1</u>	<u>3</u>
	21	15	28	17	35	15	30	18	35	34

Rezoning Process - 1970-1974

- . The number of rezoning applications has declined thirty percent from 1970 to 1974.
- . The total processing time has declined fifty percent over five years.
- . The majority of rezoning were completed within 16 weeks.
- . The median processing time to City Council approval in the "comparative city" was 14 weeks compared to Fremont's 16 weeks.
- . The processing time is evenly divided between the time necessary to complete Planning Commission approval and City Council adoption of a rezoning ordinance.

REZONING PROCESS (DATA FEBRUARY, 1975)

	<u>70</u>	<u>71</u>	<u>72</u>	<u>73</u>	<u>74</u>
Total applications	33	26	25	25	23
Applications approved	17	11	12	15	7
Applications denied	2	1	3	3	0
Applications dropped or incomplete	14	14	10	7	16

Elapsed weeks required to rezone areas within the City of Fremont

From application to approval by the Planning Commission.

Mean weeks	7	10	7	10	5
Median weeks	7	7	5	6	5
Range: minimum weeks	3	4	3	3	4
maximum weeks	17	35	16	33	7

From Planning Commission approval to City Council ordinance adoption.

Mean weeks	12	9	12	9	6
Median weeks	8	7	6	6	6
Range: minimum weeks	6	5	5	4	5
maximum weeks	39	17	51	44	40

Total (from application to City Council adoption).

Mean weeks	19	19	19	19	11
Median weeks	15	16	14	13	10
Range: minimum weeks	10	9	8	8	10
maximum weeks	51	45	57	47	14

Frequency distribution of Rezoning actions from application to adoption.

Up to 8 weeks	0	0	0	0	0
9 to 12 weeks	3	5	6	6	6
13 to 16 weeks	8	2	0	3	1
17 to 20 weeks	2	1	3	1	0
21 to 24 weeks	1	1	1	1	0
25 to 28 weeks	1	0	0	0	0
29 to 32 weeks	0	0	0	0	0
over 33 weeks	<u>2</u>	<u>2</u>	<u>2</u>	<u>4</u>	<u>0</u>
	17	11	12	15	7

DISTRIBUTION OF REZONING APPLICATIONS RECEIVED AND REZONING ORDINANCES APPROVED

<u>Month</u>	<u>70</u>		<u>71</u>		<u>72</u>		<u>73</u>		<u>74</u>	
	<u>Rec'd</u>	<u>Ord</u>	<u>Rec'd</u>	<u>Ord</u>	<u>Rec'd</u>	<u>Ord</u>	<u>Rec'd</u>	<u>Ord</u>	<u>Rec'd</u>	<u>Ord</u>
Jan.	3	3	2	2	6	2	5	1	1	2
Feb.	2	0	3	1	2	0	1	1	3	3
Mar.	1	1	4	4	2	4	2	1	3	1
Apr.	1	1	1	2	2	2	2	0	1	1
May	1	2	2	4	5	1	2	2	0	2
June	6	0	3	3	3	2	1	0	2	0
July	2	2	1	1	1	1	3	0	2	0
Aug.	1	2	1	1	0	2	0	0	1	0
Sept.	1	1	0	0	2	1	1	3	2	0
Oct.	4	1	3	4	0	0	3	0	3	2
Nov.	4	1	3	0	0	0	3	2	5	2
Dec.	<u>7</u>	<u>0</u>	<u>3</u>	<u>0</u>	<u>2</u>	<u>0</u>	<u>2</u>	<u>1</u>	<u>0</u>	<u>0</u>
	33	14	26	22	25	15	25	11	23	13

Variance Process - 1970-1974

- . Variances are approved in three out of four instances (75% of the time)
- . The majority of variances are approved within two weeks.

Use Permit Process - 1970-1974

- . Only eight percent of the completed use permits were denied.
- . A majority of all use permits were completed within eight weeks.

VARIANCE PROCESS (DATA FEBRUARY, 1975)

	70	71	72	73	74
Total applications	67	83	69	58	92
Applications approved	63	70	54	50	73
Applications denied	4	10	10	2	7
Applications dropped, incomplete, or voided	0	3	5	4	12
Elapsed weeks required to approve or deny a variance by the Zoning Administrator.					
Mean weeks	3	3	3	5	2
Median weeks	2	2	2	3	2
Range: minimum weeks	1	1	1	1	1
maximum weeks	36	12	6	36	8
Frequency distribution					
1 week or less	31	11	12	6	14
2 weeks	20	38	26	12	26
3 weeks	10	17	14	15	24
4 weeks	1	3	7	7	9
5 weeks	1	5	2	4	5
6 weeks or more	<u>4</u>	<u>6</u>	<u>3</u>	<u>8</u>	<u>2</u>
Total	67	80	64	52	80

DISTRIBUTION OF VARIANCE APPLICATIONS RECEIVED AND VARIANCES APPROVED OR DENIED

Month	<u>70</u>		<u>71</u>		<u>72</u>		<u>73</u>		<u>74</u>	
	Rec'd	A/D	Rec'd	A/D	Rec'd	A/D	Rec'd	A/D	Rec'd	A/D
Jan.	4	2	2	2	9	8	7	2	2	1
Feb.	8	7	4	3	15	9	5	2	7	1
Mar.	10	9	10	6	4	10	10	10	12	8
Apr.	4	7	13	8	6	6	3	2	13	14
May	6	5	12	19	12	8	2	5	10	8
June	8	8	5	7	9	8	7	3	10	14
July	2	3	8	8	1	6	3	7	4	8
Aug.	3	3	5	5	2	2	4	4	9	7
Sept.	5	1	7	6	1	0	5	2	6	4
Oct.	6	8	6	4	3	3	3	3	9	7
Nov.	7	7	8	10	5	2	5	6	5	6
Dec.	<u>4</u>	<u>4</u>	<u>3</u>	<u>3</u>	<u>2</u>	<u>4</u>	<u>4</u>	<u>5</u>	<u>5</u>	<u>3</u>
	67	64	83	81	69	66	58	51	92	81

USE PERMIT PROCESS (DATA JANUARY, 1975)

	<u>70</u>	<u>71</u>	<u>72</u>	<u>73</u>	<u>74</u>
Total applications	55	48	60	36	33
Applications sent to Planning Commission					
Approved	40	31	39	20	21
Denied	33	30	36	20	20
Denied	7	1	3	0	1
Applications sent to Zoning Administrator					
Approved	10	9	14	14	4
Approved	10	9	11	14	4
Denied	0	0	3	0	0
Applications incomplete, withdrawn, or voided.	5	8	7	2	8

Elapsed weeks required to process a Use Permit sent to the Planning Commission.

Mean weeks	10	8	13	8	7
Median weeks	5	5	5	4	5
Range: minimum weeks	1	2	2	2	4
maximum weeks	53	44	128	38	22

Elapsed weeks required to process a Use Permit by the Zoning Administrator

Mean weeks	4	2	6	7	5
Median weeks	3	2	3	6	3
Range: minimum weeks	1	1	1	1	2
maximum weeks	12	5	39	15	5

Frequency distribution of all completed Use Permits

Up to 2 weeks	10	6	6	3	1
3 to 4 weeks	8	11	17	8	8
5 to 8 weeks	15	15	13	14	11
9 to 12 weeks	7	2	8	3	3
13 to 16 weeks	3	4	2	4	0
17 to 20 weeks	1	1	0	0	1
21 to 24 weeks	2	0	1	0	1
25 to 28 weeks	1	0	0	0	0
29 weeks or more	2	1	5	2	0
	49	40	52	34	25

DISTRIBUTION OF USE PERMIT APPLICATIONS RECEIVED AND USE PERMITS APPROVED OR DENIED

Month	<u>70</u>		<u>71</u>		<u>72</u>		<u>73</u>		<u>74</u>	
	Rec'd	A/D	Rec'd	A/D	Rec'd	A/D	Rec'd	A/D	Rec'd	A/D
Jan.	6	3	7	4	5	1	4	4	3	4
Feb.	6	4	5	5	6	4	2	2	5	3
Mar.	4	1	7	10	10	5	2	5	1	4
Apr.	9	10	3	3	9	7	5	0	3	0
May	0	4	6	7	5	10	2	3	5	1
June	3	2	4	3	2	4	2	4	1	5
July	0	1	5	1	3	1	1	2	5	1
Aug.	3	2	5	5	4	3	5	4	1	3
Sept.	11	2	0	7	7	5	4	8	2	5
Oct.	4	8	3	3	3	2	2	3	1	1
Nov.	6	3	3	1	3	3	1	1	4	3
Dec.	3	6	0	2	3	3	6	0	2	3
	55	46	48	51	60	48	36	36	33	33

IMPACTS TO PROCESSING TIME

From the examination of Planning files and elapsed times, a number of factors were identified as impacts to processing. These are primarily beyond the control of the City staff. The affect of these factors were not evaluated by the WPPMS study, and some present more significant impacts than others. These time-consuming factors are listed below:

- . Environmental Review.
- . Public notifications for Planning Commission and City Council hearings.
- . Public protests and appeals.
- . Heavy workload of Planning Commission and City Council calendars.
- . Submittal of multiple applications (i.e., a rezoning with a subdivision).
- . Numerous reviews and resubmittals to obtain an acceptable map.

TIME MANAGEMENT SYSTEM

In analyzing the factors governing the time required to process development applications certain observations were made:

- . Depending on the regulatory action involved, certain times are controlled by the City staff and its boards, others are controlled by the applicant, others can be affected by citizen groups; still others are mandated by State laws or other agencies outside the City government, and, therefore, are not easily controlled. Each of these groups and laws contribute to the problem of processing development applications in an expeditious manner.
- . While everyone involved in the process expresses an intent to move as "quickly as possible" on the application, obviously this is not always the case.
- . Application processing times are likely to increase in the future due to the feelings of some individuals and groups that additional review procedures and restrictions over the development processes are needed to improve the "quality" of physical development projects.

In light of these observations, it would appear beneficial to implement a monitoring system for managing the time to process development applications. The purpose of this time management system would be to:

- . Provide complete records on the application process and time standards.
- . Identify process delays.

- . Trigger questions regarding the cause of delays and possible corrective actions.
- . Provide a base for setting "targets" for accomplishing timely processing.

RECOMMENDATION

The present means for identifying process events and the time they require is the planning application log and the project files. The forms in the planning application log should be revised, so records may be kept on the progress of applications and the times for incremental reviews. Engineering presently maintains subdivision final map records in an adequate format and the revised planning forms should be easily integrated with the engineering logs. These records would provide an accurate means to determine the amount of time controlled by the City and the amount of time controlled by the developer in the physical development process. Records need to be maintained to determine when projects are being considered by the City staff and when they have been returned to the applicant.

The work plan to accomplish the recordkeeping requires some implementation lead time once allocation of staff resources is decided.

Work Activities

- . Determine major control points for each type of development application.

The WPPMS staff has identified some control points in the subdivision, minor subdivision, and rezoning process. These efforts need to be expanded to other applications, so the time controlled by the City staff, other agencies, the applicant, and other restraints can be differentiated and charged to the responsible party.

- . Determine target process dates for each total process and each subprocess using the control points as references. It is likely the target processing time should either be the median or the mode (of a frequency distribution) based on two-year data.
- . Develop forms and logging procedures for maintaining (in/out) times. (An example is provided in Exhibit 1.) This central recordkeeping would be accomplished by requiring the City staff person who initiates an action at a control point to post it on the expanded log.
- . Assign a Statistical Coordinator to compile data and maintain time logs. A logical choice for this task would be the Zoning Technician. The coordinator would be responsible for monitoring daily activity posting and for preparing the month-end, quarter-end and year-end reports.
- . Data collection.

- Prepare Monthly Activity Reports - The Monthly Activity Report is shown in Exhibit 2.
- Prepare Quarterly Activity Reports - The Quarterly Activity Report is shown in Exhibit 2.
- Prepare Yearly Activity Report. This report will be used to measure the success of the efforts to decrease the time to process development applications. The information will also determine the time management targets for the following year. A three-month period should elapse prior to preparing this report, which would allow applications initiated in the latter months of the year to be completed. The Yearly Activity Report is shown in Exhibit 3.

PROCESS

YEAR

[illegible]

**PLANNING DIVISION
ACTIVITY REPORT**

Month or
Quarter _____

1. Applications & Requests Received	Volume This Month		Year To Date		Median Weeks To Complete Applications (quarterly)			% App. On Target
	Received	Completed	Received	Completed	This Yr.	Last Yr.	Target	
General Plan Amendments								
Minor Subdivisions								
Planned Districts, Preliminary & Precise								
Planned Unit Developments and Amendments								
Preliminary Tracts								
Studies								
Tentative Maps								
Use Permits & Amendments								
Variances								
Zoning Text Amendments								
Rezoning								
Findings								
E. I. R.'s								
TOTALS								

- | | | | | |
|---|----|-------|----|-------|
| 2. City Council & Planning Commission Reports | CC | _____ | PC | _____ |
| 3. Number of City Council & Planning Commission Meetings Attended | CC | _____ | PC | _____ |
| 4. Number of HARB Meetings Held | | _____ | | |
| 5. Number of Citizen Committee Meetings Held | | _____ | | |
| 6. Number of Written Informational Requests (City) | | _____ | | |
| 7. Number of Written Informational Requests (Public) | | _____ | | |
| 8. Number of Counter Inquiries | | _____ | | |

PLANNING DIVISION PROCESSING YEARLY REPORT

_____ PROCESS YEAR _____

Date prepared _____

	<u>This Year</u>	<u>Last Year</u>
Number of applications	_____	_____
Number of completed applications	_____	_____

Elapsed weeks

<u>This Year</u>						% on	<u>Last Year</u>		<u>Next Year</u>
<u>Mean</u>	<u>Median</u>	<u>Min.</u>	<u>Max.</u>	<u>Mode</u>	<u>Target</u>	<u>Target</u>	<u>Median</u>	<u>Target</u>	<u>Target</u>
1. _____									
(City review)									
2. _____									
(Applicant responsibility)									
(The sequence of the two above steps will be repeated for each designated control point.)									
n. _____									
(Final staff review)									
(Public Discussion: This step will be repeated for each Committee, Commission, or Council hearing.)									
Total Processing									

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